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Superintendent
Rubert E. Austin

State of South Carolina
John de la Howe School

Route 1, Box 154
McCormick, South Carolina 29835-9721

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OCT 26 1999

Budget & Control Board FAX: 864-391-2135
OFFICE OF STATE BUDGET Phone: 864-391-2131

MEMORANDUM

TO: Governor James H. Hodges and
Members of the General Assembly
The State of South Carolina

FROM: Rubert E. Austin, Superintendent *REA*

DATE: October 15, 1999

SUBJECT: John de la Howe School Accountability Report FY98/99

I am submitting to you the John de la Howe School accountability report for FY98/99. If you find you have questions concerning the report or John de la Howe School, please contact Rubert E. Austin, Superintendent, (864) 391-2131.

The mission statement, goals and objectives that drive the programs of the agency were developed through a strategic planning process. A multi-disciplinary team representing direct care staff, middle management staff, administrative staff and Board of Trustees members participated in the conception of this formal plan. It is the tool we use to determine the direction we are moving as an agency and measure our success.

Enclosed you will find descriptions of programs, their goals and objectives, and information regarding outcomes that these programs have achieved. I believe, as you review the report, you will find a representation of the activities and efforts of our staff to assist the children and families of South Carolina.

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JOHN DE LA HOWE SCHOOL

Accountability Report

FY98/99

Executive Summary: John de la Howe School has a long and distinguished history of helping children. Initially the school provided services to boys and girls who were poor and one or both of their parents were deceased. Over time, the needs of children have changed and John de la Howe School has accepted the new challenges by continually modifying the manner in which we help children. In order to provide appropriate services to our students, two separate programmatic areas have been developed. For this report priority is given to the Residential and Treatment Services Program due to the fact that staff members of this department have more contact with the students and bear the responsibility of coordinating all of the services of the students and their families. The Education Department is the other program which will be highlighted as providing services to our clients in this report.

The overall goal of the Residential and Treatment Services Program is to provide a safe environment for students that offers the opportunity for personal growth and enhanced familial relationships. Goals which are more specific to the divisions of this program will be reviewed in a separate section of this document. There are a variety of challenges that staff must overcome in order to meet the goal that has been established. The behavior of our students can be a barrier to providing a safe environment. The population of John de la Howe School frequently engages in actions that endanger themselves or others. They may attempt to use or sell illegal substances, become involved in sexually active relationships and express their anger or frustration through physical violence. Other challenges include the recruitment and retention of staff to serve the children, continued development of appropriate programs and the involvement of the child's family. All too often parents and guardians seek out of home placement for children and attempt to end their involvement with the child. With our focus of family reunification, John de la Howe School has the opportunity to help students learn the skills that will help them to become contributing members of their family and community. In this way we strengthen and develop the community leaders of future generations.

The major goal of our Education Program is to provide appropriate education opportunities for all students in placement at John de la Howe School. L. S. Brice School (the campus 4-10 grade school) teachers and administrative staff have been very successful. Scores from the 10th grade exit exam show that, of the students eligible to take the exam, 78.26% passed the math, 87% passed the reading, and 96% passed the writing portions the first time they took this test. These scores are above the traditional levels achieved by at risk students.

Children and families have been the focus of John de la Howe School for more than 200 years. The alumni are strong supporters of the Agency as evidenced by the participation of the Alumni Association. They offer suggestions and help develop activities for current residents. Parents provide input through a Parent Advisory Group and formal surveys. John de la Howe School invites input from collaborating agencies, legislators, judges, taxpayers or any other interested parties to help assess the services provided to the community. At the same time, the agency continues to research similar organizations to remain current with developments in the area of residential and group home services.

Mission Statement: John de la Howe School, a state-supported residential group care agency since 1918, was founded in 1797 through the will of Dr. John de la Howe. Our mission is to strengthen children and families from South Carolina who are experiencing difficulties to the extent that planned separation is necessary

Leadership System: John de la Howe School is overseen by a Board of Trustees who are appointed by the Governor. The Agency's director is hired by the Board of Trustees. The remainder of the Administrative Team is made up of the Director of Business and Support Services, Director of Residential and Treatment Services, and the Director of Education.

The Administrative Team meets weekly to address departmental issues, maintain open lines of communication and review the agency's performance. Information is then communicated to the general staff body through meetings, memos and training events.

Committees are frequently established to resolve issues that cross departmental lines. They define the problem, develop solutions and help to implement the strategy that is determined to meet the need and complies with the agency's mission statement. There is regular contact between the committee and Administrative Team members to provide clarification or direction if necessary. All action that requires the development of policy must be approved by the Board of Trustees.

The Administrative Team seeks feedback from the Board members, middle managers and line staff workers to develop training, create schedules and coordinate services for children and families. The Administrative Team also solicits suggestions from the Board of Trustees and other staff members regarding the agency's performance and any strategies to increase or improve productivity. A team approach is fostered within the agency and the Administrative Team provides the direction and ensures that any action aligns with the mission statement of the agency. The mission statement communicates our values of safety for the children in our care, the importance of familial relationships and the necessity of a sound education.

Customer Focus and Satisfaction:

John de la Howe School includes each parent, or guardian, of the students in placement at the agency as a member of the treatment team for their child. By doing so, the parent/guardian is able to help develop the goals for their child and has input regarding the process that helps them meet their goals. Parents are also invited to express their opinions in Parent Support Groups and Parent Advisory meetings.

The Agency has frequent contact with organizations that have referred students to our program. During these times of exchange, the referring agencies have an opportunity to inform us of the services we provide that are helpful to them. In addition, they share what they feel are areas John de la Howe School should continue to develop.

Other stakeholders include legislators, Board of Trustees members, and businesses within the community. John de la Howe School administrators attend meetings and workshops with these folks to determine the needs of the community and best methods of meeting those needs. It has been beneficial to everyone when we are able to exchange ideas in this manner.

To determine satisfaction, John de la Howe School asks parents/guardians to complete evaluations of the services provided to their family. With other agencies, follow-up phone calls are conducted to insure that John de la Howe School has fulfilled the expectations that were established. Other forms of communication, e-mail and letters, also serve to provide information regarding services provided by the agency.

Program Name: Department of Residential and Treatment Services/Cottage Living

Program Rank: 1.1

Program Cost:

State:	\$2,553,751
Federal:	69,043
Restricted:	412,234
Earmarked:	202,768
Total:	\$3,237,796

Program Goal: To provide therapeutic services to "at risk" children and youths in a safe/nurturing and stable residential care environment, promoting positive behavior and attitudes that will help them return to their home environment.

Program Objectives:

1. An individualized Plan of Care is developed outlining goals for each child to meet his/her needs and monitor each child's progress towards these goals each quarter.
2. Each child will receive individualized and group counseling according to his/her needs which will lead to the child returning home with improved skills and behavior.
3. Scheduled family contact to include phone calls, correspondences, visits (to campus and home) are regularly provided, monitored and evaluated, to help the family assess the level of readiness for the child to return home.

Performance Measures:

1. Of 146 children cared for during the July 1, 1998- June 30, 1999 period, a total of 100% received tailored individualized Plans of Care. Sixty-nine children were discharged at the end of the year, 90 remained in care. Of the 69, 43 were discharged according to their plan of care and discharged as ready.

2. Total number of students who returned to families after graduating during the past three years:

- 1996-1997, 74 discharges, 70 returned home
- 1997-1998, 83 discharges, 68 returned home
- 1998-1999, 89 discharges, 79 returned home

Other places to where a child could be discharged to is another group home, usually higher management, Independent Living or other (psychiatric facility, to college, technical school or military, etc.)

3. Successful homestay (Child's evaluation when he/she returns home with family) as reported by child and parents

- 1997-1998 80%-85%
- 1998-1999 85%-90%

4. Students received multiple hours of individual and group counseling in various issues: Anger management, self-identity and self-esteem, divorced families, etc.

Program Name: Wilderness Program

Program Rank: 1.2

Program Cost:

State:	\$722,931
Federal:	8,512
Restricted:	283,488
Earmarked:	
Total:	\$1,014,931

Program Goal: To provide a therapeutic outdoor experience that positively impacts the campers.

Program Objectives:

- To improve the campers' behavioral functioning (enhance respectfulness; improve ability to relate with peers and authority figures; enhance problem-solving skills) as perceived by themselves and their parents (the consumers).
- To improve the campers' academic functioning (improve grades, attendance, and ability to interact successfully with teachers and peers) as perceived by themselves and their parents (the consumers).
- To provide the campers with skills and information that will, in their and their parents' estimation, benefit them in the future.

Program Results:

1998/99 results:

Response #1:

- The Wilderness Program helped me improve behaviorally.
- The Wilderness program helped my child improve behaviorally.

Response #2:

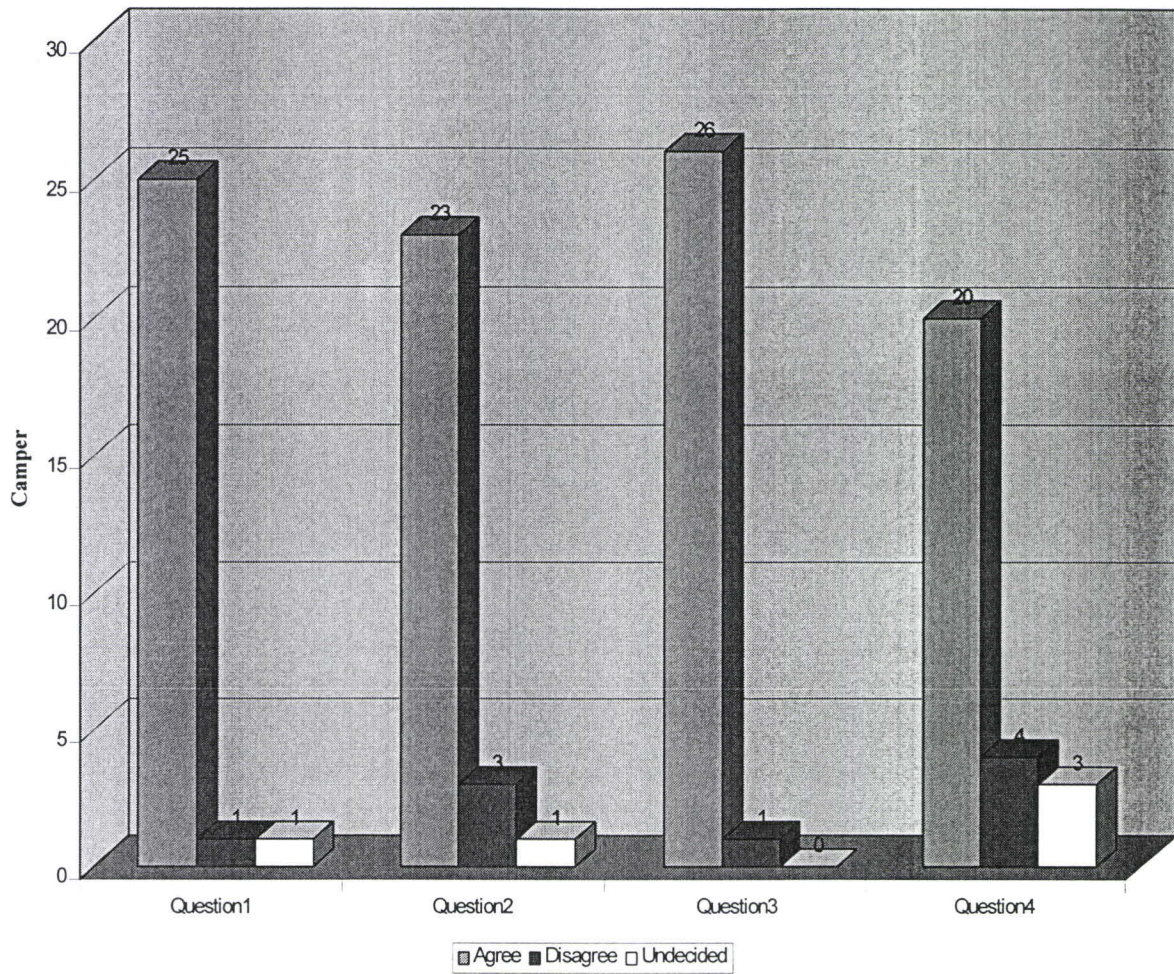
- The Wilderness Program helped me improve academically.
- The Wilderness program helped my child improve academically.

Response #3:

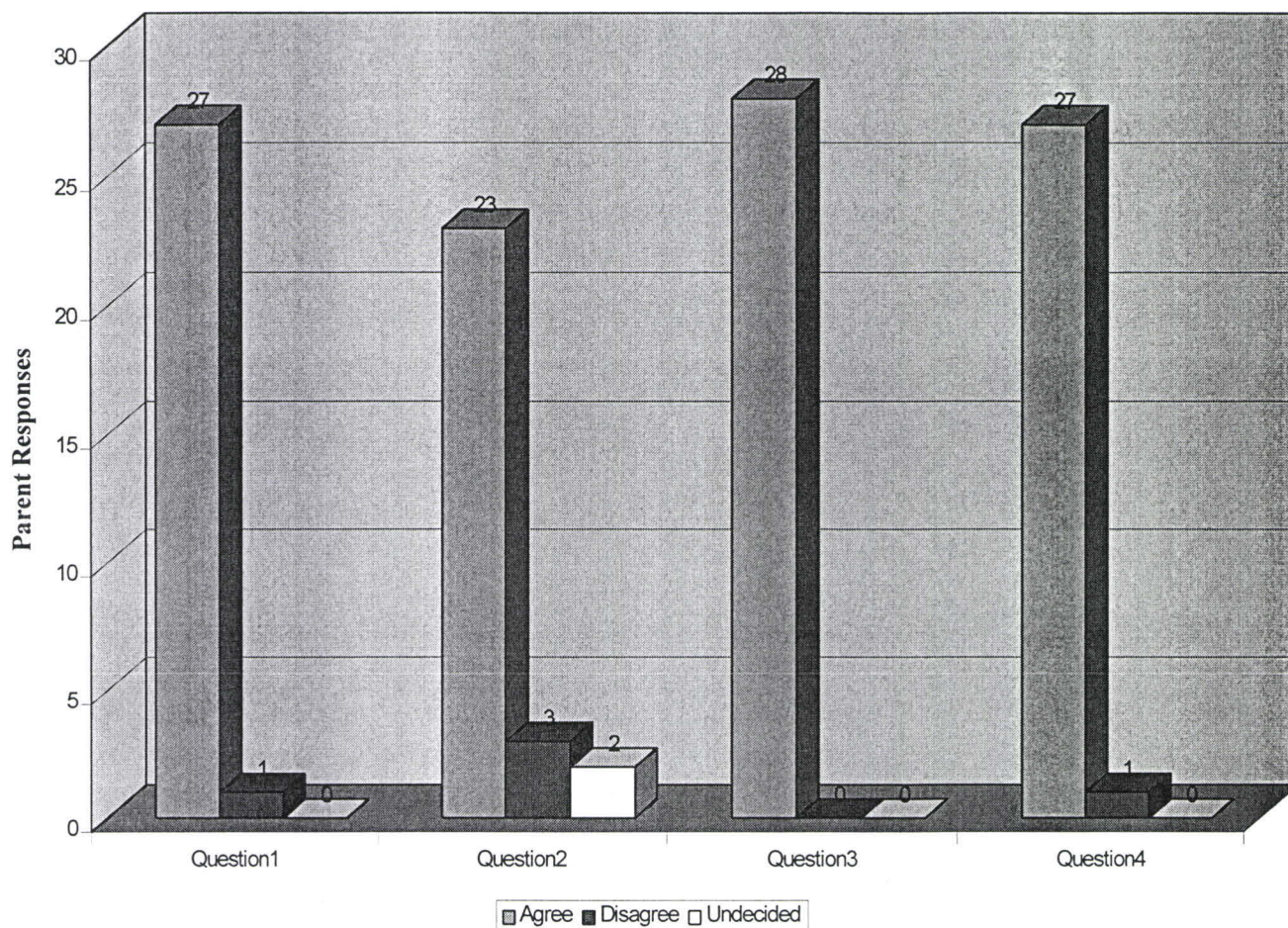
- I learned things here that will help me in the future.
- My child learned things here that will help him/her in the future.

Response #4: I would recommend this program to others.

Wilderness Camper Outcome 1998-99



Wildernes Program Outcome 1998-99



1997/1998 Results (for comparison purposes)

Response #1:

- The Wilderness Program helped me improve behaviorally.
- The Wilderness program helped my child improve behaviorally.

Response #2:

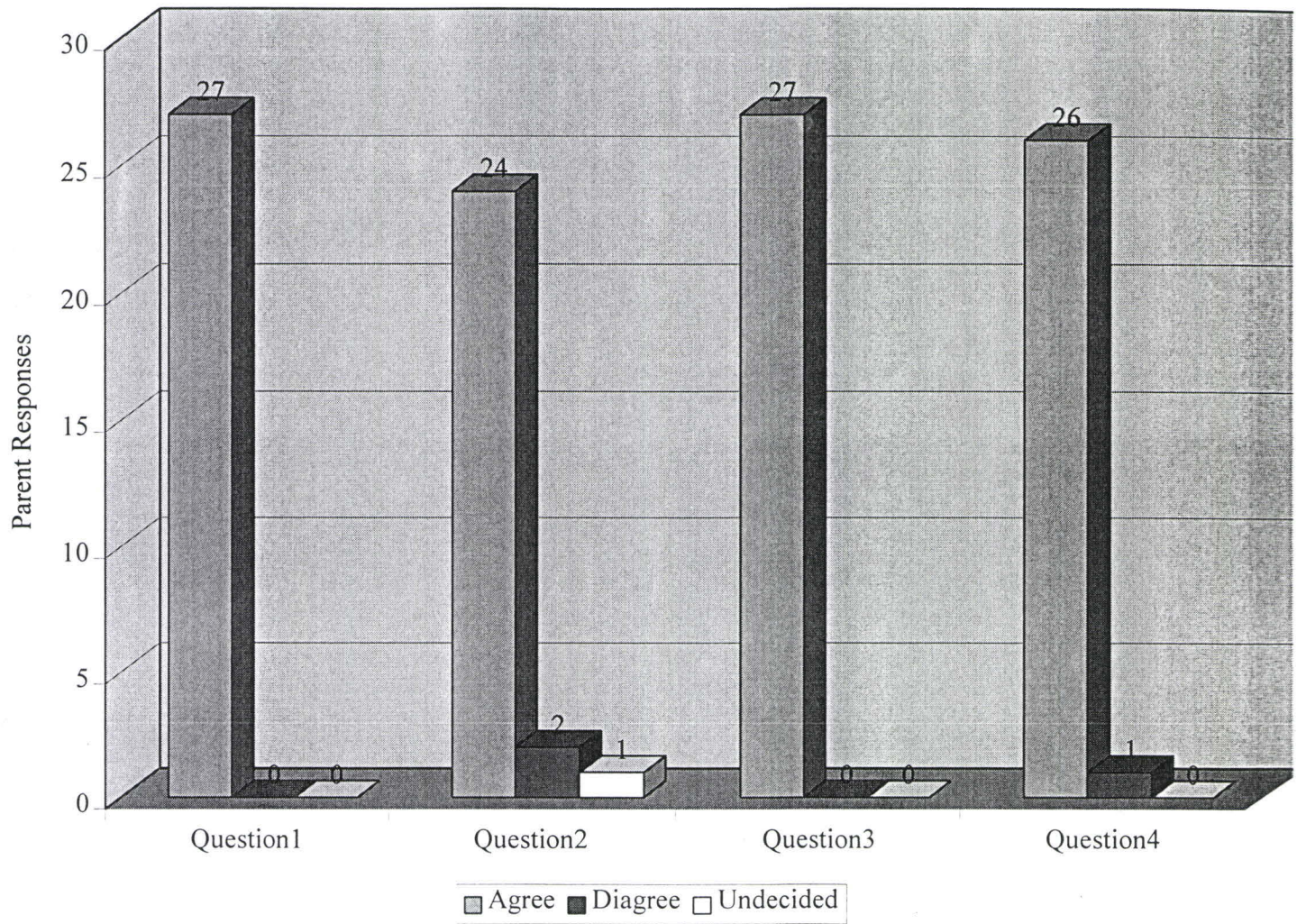
- The Wilderness Program helped me improve academically.
- The Wilderness program helped my child improve academically.

Response #3:

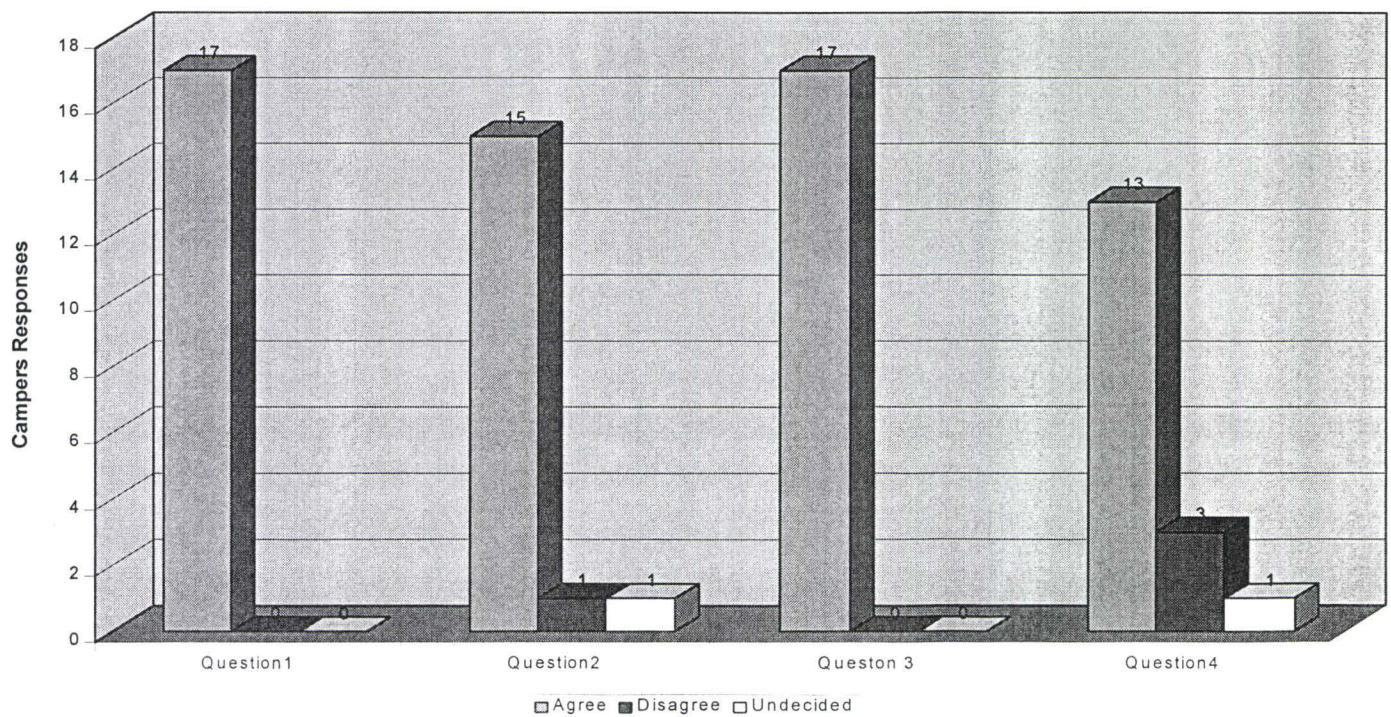
- I learned things here that will help me in the future
- My child learned things here that will help him/her in the future.

Response #4: I would recommend this program to others.

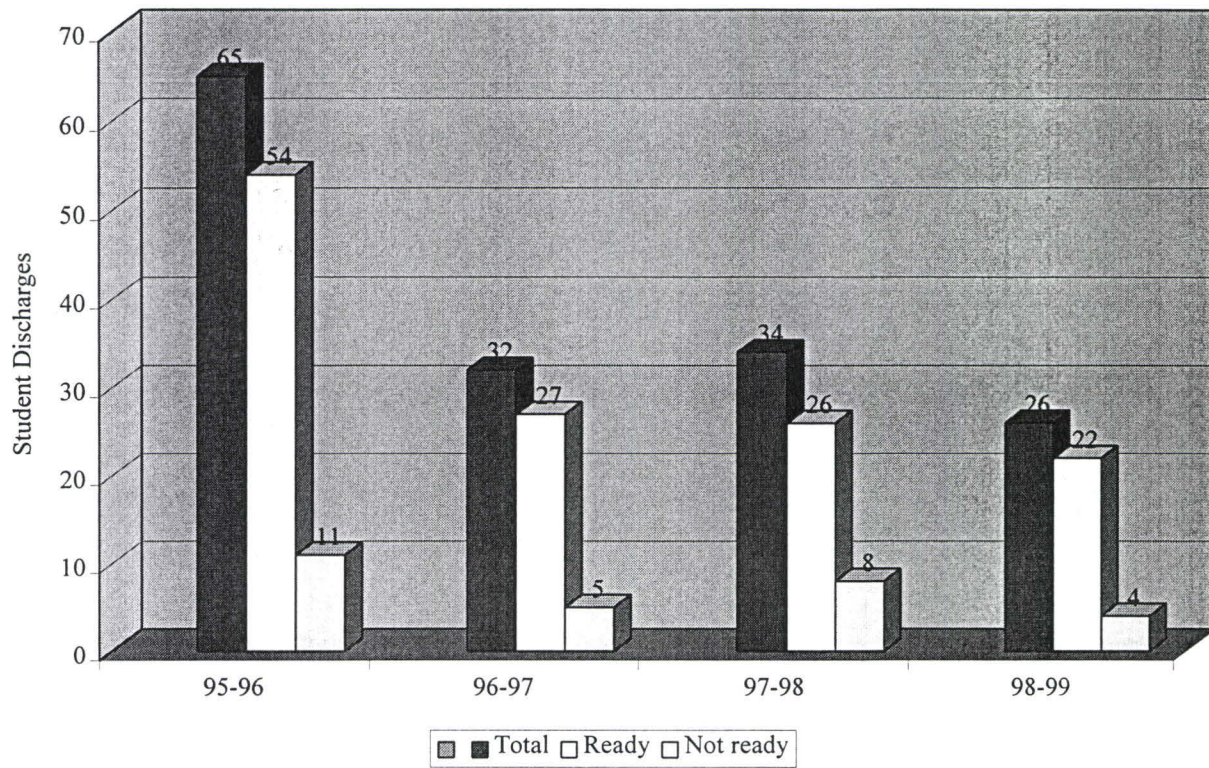
Wilderness Outcome 1997-98



Wilderness Campers Outcomes 1997-98



Wilderness Discharge Outcome 1995-1999



Program Name: The John C. Shiflet, Jr. Center for Family and Program Enrichment. The Shiflet Center focuses on the implementation of family-centered practice for John de la Howe School students and families.

Program Rank: 1.3

Program Goals: To provide opportunity for families to meet together, to share experiences, to give and receive support, and to acquire insight and new skills in a safe environment and to enhance all phases of residential and treatment services.

Program Objectives:

1. Provide services designed to meet the needs of students and their families in order to result in family reunification.
2. Provide therapeutic activities for students in order to facilitate the development of everyday life skills.
3. Provide quality training to the staff and other human service professionals.

PROGRAM RESULTS:

Increase in Number of Services Offered to Families by Year:

Family Support Groups	FY93;1 per unit per year (6 mtgs.) FY97;2 per cottage per year (12 mtgs.)
Family Fun Day	FY96; FY 97; FY 98; FY 99 (1 per year)
Family Weekends	FY96, 97, 98, 99 (see data on next page for numbers)
Parent Advisory Council	FY96, 2 mtgs.; FY97, 3 mtgs.; FY98, 3 mtgs.; FY99, 3 mtgs.
Family Handbook	FY97 (1 per year)
BIC Parent Orientation Groups	FY 98 (3 per year)
POC Team Meetings	FY 98 (10 per year)
In Home Visits	FY 99 (6 referrals)

Trends in Family Weekend Activity:

FY96 11 Family Weekends (Wilderness – 4 groups 94 participants)
 6 Family Weekends (Cottage Units) – 38 participants (documented)
 TOTAL: 132 participants (0 guests lodged at Center)

FY97 6 Cottage Program Family Weekends – 273 participants
 9 Wilderness Program Family Weekends – 212 participants (X3
 weekends)
 TOTAL: 485 participants (573 guests at Center)

FY98 10 Cottage Program Family Weekends – 167 + 111 residents = 278
 14 Wilderness Program Family Weekends – 114 + 29 residents =
 143 (X 5 weekends)
 TOTAL: 421 participants (824 guests at Center)

FY99 12 Cottage Program Family Weekends – 272 participants
 9 Wilderness Program Family Weekends – 131 participants (X 3
 weekends)
 3 Family Challenge days – 109 participants (new service)
 TOTAL: 512 participants (817 guests at Center)

Multiple Family Group Counseling Hours during the Family Weekend:

FY96: Total Multiple Family Group Counseling Hours: No Data
FY97: Total Multiple Family Group Counseling Hours: 186
FY98: Total Multiple Family Group Counseling Hours: 304
FY99: Total Multiple Family Group Counseling Hours: 235

Parent Satisfaction Survey Results:

Was the weekend beneficial to you and your family?

Agree: 91% (FY96=85%; FY97=85%; FY98=89%)

Were the types of activities useful and helpful?

Agree: 94% (FY96=88%; FY98=90%)

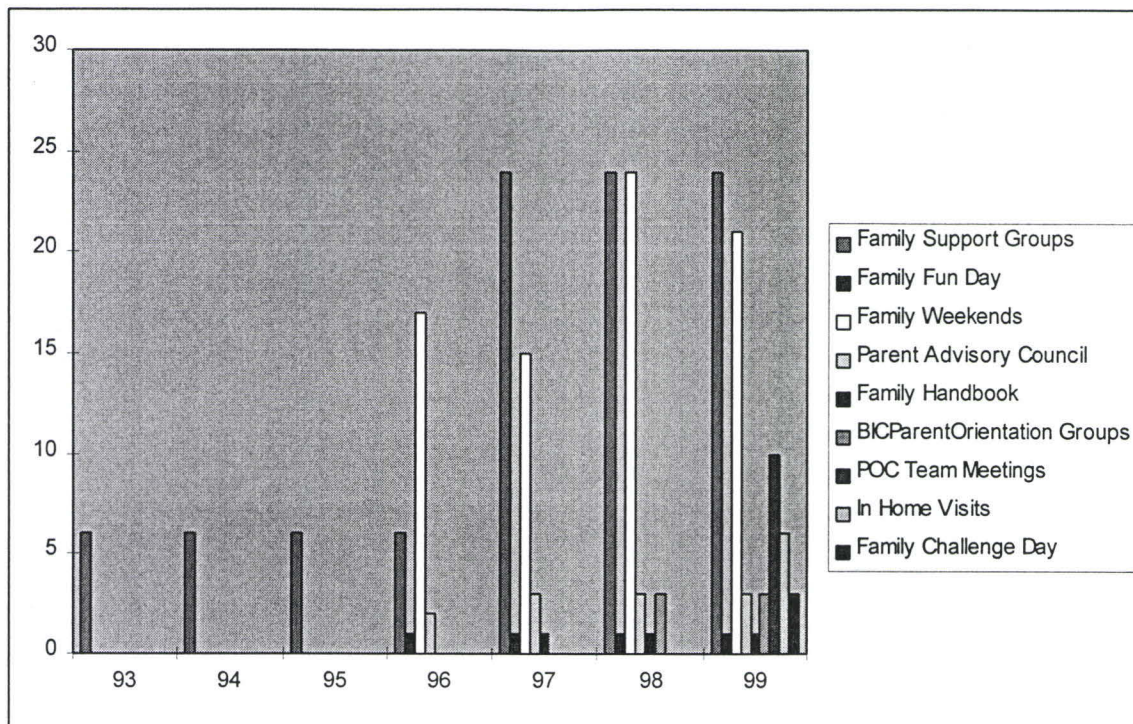
Trends in Population Served:

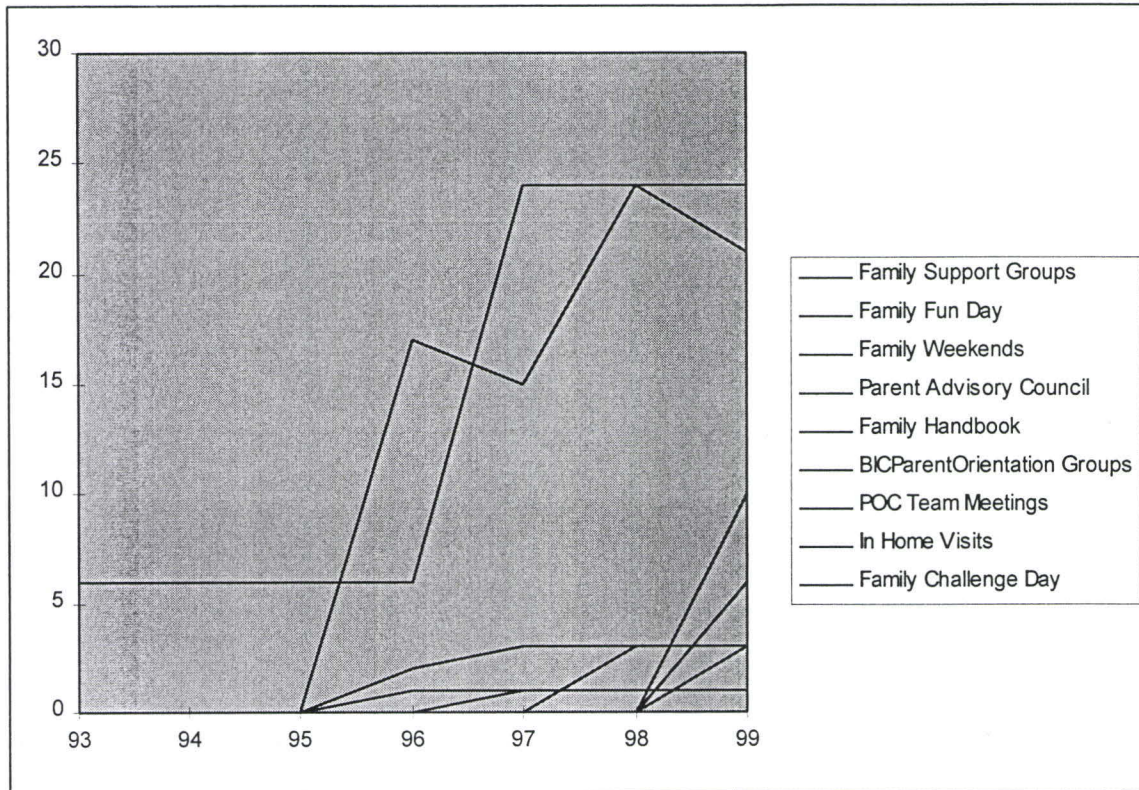
Family Weekend Relatives Served FY99:

	<i>Wilderness Program</i>	<i>Campus Program</i>	<i>Total</i>
Grandparents	3	7	10
Bio-Fathers	19	25	44
Bio-Mothers	28	56	84
Step-Fathers	5	9	14
Step-Mothers	4	4	8
Brothers	14	18	32
Sisters	20	31	51
Other:	6	36	42
Total relatives attending (not including residents):			285

Family Weekend Relatives Served FY98:

	<i>Wilderness Program</i>	<i>Campus Program</i>	<i>Total</i>
Grandparents	4	19	23
Bio-Fathers	20	23	43
Bio-Mothers	28	59	87
Step-Fathers	9	4	13
Step-Mothers	5	0	5
Brothers	12	17	29
Sisters	15	24	38
Other:	21	21	42
Total relatives attending (not including residents):			281





TRAINING DEPARTMENT:

Trends:

FISCAL YEAR	NO. OF TRAINING EVENTS	NO. OF TOPICS TRAINED	NO. OF DAYS OF TRAINING	NO. OF PARTICIPANTS TRAINED
1997	40	50	102	855
1998	41	67	72	564
1999	45	54	76	936

ACTIVITY THERAPY DIVISION:

ANALYSIS AREA	96 – 97	97 – 98	98 - 99
Challenge Course Completion in % of Students Enrolled	No Data	92%	98%
Students Earning End of Year Special Good Conduct Trip with Criteria of ½ of academic year with A/B & 1C Conduct, No SIT, and Passing School Grade	No Data	37%	21%
Students Completing Support Groups	No Data	93%	89%*

*Does not include 8% of students who completed two support groups.

Program Name: Intake Department

Program Rank: 1.4

Program Goal: To provide accurate information regarding the admission process, and provide access to residential group placement for children needing out of home care, either placement in our wilderness program or our campus program.

Program Objectives: The Intake Department will be available to take phone calls from South Carolina residents inquiring about placement and will answer questions regarding the placement process. We will assist families and agencies with the application process by providing accurate information and mailing application material daily. We will screen applications for appropriateness of placement and assist in making suitable referrals if not appropriate for our program. We will maintain the agency's student database.

Program Results:

	94/95	95/96	96/97	97/98	98/99
Referrals Rec'd	1773	1707	1554	1500	128
Applications Rec'd	577	562	534	463	423
Total Admitted	175	143	121	116	111
# Students Served	300	267	226	218	206

Program Name: Chapel Services

Program Rank: 1.5

Program Goal: To provide opportunities for spiritual growth and support for John de la Howe School students, staff, and families.

Program Objectives:

1. Provide Chapel services for campus and wilderness students, staff, and families to include regular services, special holiday services, communion, and family weekend devotions.
2. Provide spiritual group activities for students and staff on a regular basis in the form of Bible studies, Chapel Choir, Chapel Council, Chapel Drama Team, student support groups, and Nursing Home visitation.
3. Provide spiritual counseling for students, staff, and families who would like to talk about their issues.

Program Results:

1. Chapel services are provided for campus and wilderness students, staff, and families. Based on students in care for the 96-97, 97-98, 98-99 accountability year, 100% attended chapel services on a regular basis. Actual statistics of how beneficial spiritual services are all subjective. Students and families have continually given the highest compliments. Only three students over the past three years have indicated they did not want to attend. These students professed to be atheist (2) and Jehovah Witness (1). At the end of all three school years, all students were requesting to participate in chapel services.
2. Due to the interest of students in care in increasing their spiritual knowledge and interest several alternative groups were established: Chapel Choir, Bible study, Chapel Council, Chapel Drama Team and a volunteer outreach group that visits the nursing home twice a month. These groups have increased in number of student participants each year.
3. The Chaplain is available to provide ongoing spiritual counseling for all students.

Program Name: Education, L. S. Brice School, Grades 1-10

Program Rank: 2

Program Cost:

State:	\$ 854,438
Federal:	66,543
Restricted:	291,641
Earmarked:	21,364
Total:	\$1,233,986

Program Goals: To provide appropriate educational programs for all students in placement at John de la Howe School.

Program Objectives:

1. Maintain an "All Clear" rating from the Accreditation Section of the South Carolina State Department of Education in all areas.
2. Develop and implement academic assistance programs.
 - A. Establish a summer school/enrichment program for students working below grade level.
 - B. Offer students who have been retained one or more years academic contracts which will allow them to advance one grade level if they meet and maintain rigorous academic and behavioral standards.
3. Increase parental involvement in the educational process through open houses and parent conferences.
4. Challenge all students with active learning through the use of computers.
 - A. Enhance reading skills through continued use of the Electronic Bookshelf Program.
5. Explore educational opportunities to provide a broader area of educational programs at John de la Howe School.
6. Maintain a student attendance rate of 95 percent or higher.
7. Maintain at least 70 percent passing the Exit Exam.

Program Results:

Workload Indicators: FY99

Total number of students served in the campus school	130
Average daily membership in the campus school	83
Total number of students served in the Wilderness classrooms	37
Average daily membership in the Wilderness classrooms	28
Certified Professional Staff	24
Paraprofessional Staff	4
Support Staff	2

1. The Education Department received an "All Clear" rating for all areas for the 1996-97, 1997-98, and the 1998-1999 school years from the State Department of Education Accreditation Section. This included the Elementary School, High School, District Office, and the School Board.
- 2A. Of the 38 students requested to enroll in our summer enrichment program for 1999, 36 were successful. One student enrolled and later withdrew from the program and one would not follow the rules and was dismissed..
- 2B. Of the 21 students applying for academic contracts during the 1997-98 school year, 9 made and retained contract. Of the students applying for academic contracts for the 1998-99 school year, 10 made and retained contract.
3. Parent conferences were held at the end of each grading period during the 1997-98 and 1998-99 school years. Two open houses for parents to visit the school were held during each of these school years. These are held in conjunction with the students' home visits for the parents' convenience.
4. Our students read and tested at mastery level 920 books using the Reading Counts (formerly the Electronic Bookshelf Reading Program) during the 1997-98 school year and 1069 during the 1998-99 school year. This is an average of 10.8 and 12.88 books read and mastered per student respectively.
5. The committee established to develop and implement an integrated academic curriculum, which was expanded during the 1997-98 school year. Several components of the project were implemented during the 1998-99 school year. Included: are: a School-to-Work Class; an additional Agricultural Science class; Spanish I; and three Computer Keyboarding classes. Work on this project is ongoing.

6. Student attendance was as follows:

<u>Year</u>	<u>Attendance</u>
1996-97	97.8%
1997-98	97.5%
1998-99	97.4%

7. The percentage of students passing the Exit Exam (first attempt).

<u>Year</u>	<u>Math</u>	<u>Reading</u>	<u>Writing</u>
1997	75.0	93.8	93.8
1998	70.0	80.0	90.0
1999	78.3	87.0	96.0

Efficiency: The daily cost to provide educational services for the FY-99 was \$47.77 per child. This figure includes fringe benefits for employees.

Quality: A quality survey instrument is being developed.